

ACTEDS COMPETENCIES  
MWR CAREER FIELD 51  
COMMUNITY RECREATION FUNCTIONAL AREA

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LEGEND:

CRD - 0301: Community Recreation Chief - (100)  
ODR - 0188: Outdoor Recreation Chief - (200)  
CRC - 0188: Community Rec Center Chief - (300)  
SPT - 0030: Sports Chief - (400)  
ACR - 1056: Arts & Crafts Chief - (500)  
THR - 1054: Theater Chief - (600)  
MUS - 1051: Music Chief - (700)  
ENT - 1001: Entertainment Chief - (800)  
LTM - 0301: Leisure Travel Manager - (900)

KNOWLEDGE	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and differences between military and civilian personnel).	X	X	X	X	X	X	X	X	X
K003. Knowledge of historical background of MWR programs and direction.	X	X	X	X	X	X	X	X	X
K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics, and database management).	X	X	X	X	X	X	X	X	X

K005. Knowledge of MWR Commercial Sponsorship Program, and marketing practices and concepts in revenue-producing activities (e.g., Market Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation).	X	X	X	X	X	X	X	X	X
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KNOWLEDGE	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
K006. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) accounting structure and systems.	X	X	X	X	X	X	X	X	X
K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan, etc.)	X	X	X	X	X	X	X	X	X
K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements, unobligated balances, outlays).	X	X	X	X	X	X	X	X	X
K009. Knowledge of budget analysis techniques used to	X	X	X	X	X	X	X	X	X

evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost-of-goods sold).									
K010. Knowledge of the NAF Risk Management Program (RIMP).	X	X	X	X	X	X	X	X	X

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K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund).	X	X	X	X	X	X	X	X	X
K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD)).	X	X	X	X	X	X	X	X	X
K013. Knowledge of APF and NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements [BPAs], NAF Purchase Request, Order for	X	X	X	X	X	X	X	X	X

Supplies or Service/Request for Quotations [DA FORM 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR]) regulations and procedures).									
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfers of property, Report of Survey, property book accountability).	X	X	X	X	X	X	X	X	X
K015. Knowledge of accepted customer relations/ service practices, techniques, and programs.	X	X	X	X	X	X	X	X	X

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K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X	X	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.	X	X	X	X	X	X	X	X	X
K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation.	X	X	X	X	X	X	X	X	X

K019. Knowledge of leadership and management behaviors and techniques, including understanding of the Army's leadership competencies and the Office of Personnel Management's managerial competencies.	X	X	X	X	X	X	X	X	X
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X	X	X	X	X	X
K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.	X	X	X	X	X	X	X	X	X
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X	X	X	X	X	X

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KNOWLEDGE	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of community recreation programs (e.g., Sports, Fitness, Arts & Crafts/Auto, Outdoor Recreation, Entertainment [Music & Theatre], Community Recreation Center, Library, Information and Leisure Travel Office, Mobilization/Contingency Plan and Implementation).	X								

K102. Knowledge of relevant business and administrative practices associated with the operation of managing revenue-producing activities in government and private sector (e.g., snack bar, campground, Rod & Gun/Craft/Auto retail sales areas).	X	X	X		X	X		X	X
K103. Knowledge of standard accepted retail sales procedures and operations (e.g., inventory control, sales accountability, pricing, merchandise mix, marketing, merchandise display, product selection, purchasing).	X	X	X		X				X
K104. Knowledge of Army Alcohol Intervention Program and HQDA/installation/community alcohol policies and regulations (e.g., age, restrictions, authorization, location, sales during catering functions).	X	X	X					X	

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K105. Knowledge of Army MWR snack food service program (e.g., marketing, food quality, service, costing, pricing, food production).	X	X	X			X	X	X	

K106. Knowledge of military customs and protocol (e.g., flag displays, receiving lines, seating arrangements).	X	X	X	X	X	X	X	X	X
K107. Knowledge of regulations and procedures relating to private organizations on Department of the Army installations.	X	X	X	X	X	X	X	X	X
K108. Knowledge of recreation/leisure activities philosophy, principles, and concepts as applied in theory and in practice.	X	X	X	X	X	X	X	X	X
K109. Knowledge of commercial entertainment (e.g., procurement, evaluations, auditions, payments, contract disputes, specification, royalties and copyrights).	X	X	X			X	X	X	
K110. Knowledge of community recreation facility design, maintenance, and equipment maintenance.	X	X		X					

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K111. Knowledge of base operations (BASOPS).	X	X	X	X	X	X	X	X	X
K112. Knowledge of program administration/management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation).	X	X	X	X	X	X	X	X	X
K113. Knowledge of standard first aid and basic CPR techniques. (BRIGADE RECREATION SPECIALIST REQUIRED)	X	X	X	X	X	X	X	X	X
K114. Knowledge of DoD/DA/CFSC and Installation policies, regulations, and procedures in utilizing volunteers (e.g., recruitment, training, supervision, evaluating, and awards) in community recreation facilities and programs.	X	X	X	X	X	X	X	X	
K115. Knowledge of Information and Leisure Travel Program mission, including assignment of program elements performed by Commercial Travel Office (CTO) contractors and those residual to MWR.	X								X
K116. Knowledge of MWR Library mission, relationship with non-recreation missions (i.e., Information Management regulations, Army Continuing Education, and the Federal Library Information Network).	X								

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K117. Knowledge of library paperback distribution system for initial issue and replenishment requirements. (BRIGADE RECREATION SPECIALIST REQUIRED)	X		X						
K118. Knowledge of library resources and methods sufficient to request specialized materials to support locally identified needs. (BRIGADE RECREATION SPECIALIST REQUIRED)	X		X						
K201. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of outdoor recreation programs (e.g., picnic and playground areas, campgrounds, parks and conservation, equipment rental/check-out, hunting and fishing, outdoor games facilities, outdoor recreation programming, etc.).	X	X							
K202. Knowledge of outdoor recreation facility design, maintenance, and equipment maintenance.	X	X							
K203. Knowledge of DoD/DA/CFSC safety and accident prevention, policies, regulations, and procedures for outdoor recreation programs (e.g. hunting safety, boating safety, scuba diving safety, high adventure programs [sky diving, mountain climbing, white water canoeing]).	X	X	X					X	

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K204. Knowledge of DoD/DA/CFSC fire, health, and sanitation laws, regulations, and procedures as they relate to outdoor recreation facilities, activities, and equipment.	X	X							
K205. Knowledge of federal/DoD/DA/CFSC laws, regulations, and procedures for the use, sale, storage of firearms and ammunition.	X	X							
K301. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of community recreation center programs (e.g., leisure skills classes for personal/self-development, special events, cultural heritage events, passive and active activities, mobile recreation, and mobilization).	X		X						
K302. Knowledge of community recreation center design, maintenance, and equipment maintenance.	X		X						
K303. Knowledge of DoD/DA/CFSC fire, health, and sanitation laws, regulations, and procedures as they relate to a community recreation center and programs.	X		X						

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K401. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of installation sports program (e.g., individual and team activities for men and women, instructional programs, competition [unit, intramural, command, MACOM, DA, and Armed Forces levels], physical fitness facility and programs, facilities operation, mobilization plan and implementation). (BRIGADE RECREATION SPECIALIST REQUIRED)	X			X					
K402. Knowledge of indoor/outdoor sports and physical fitness facilities design, maintenance, and equipment maintenance. (BRIGADE RECREATION SPECIALIST REQUIRED)	X			X					
K403. Knowledge of DoD/DA/CFSC fire, health, and sanitation laws, regulations, and procedures as they relate to sports and physical fitness facilities and activities.	X			X					
K404. Knowledge of DoD/DA/CFSC safety and accident prevention, policies, regulations, and procedures for sports and physical fitness facilities, equipment, and programs. (BRIGADE RECREATION SPECIALIST REQUIRED)	X			X					

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K405. Knowledge of rules, regulations, and procedures for conducting a wide variety of team and individual sport activities for men and women (U.S. national sports governing bodies and other recognized sport organizations as outlined in AR 215-2, Table 6-3). (BRIGADE RECREATION SPECIALIST REQUIRED)				X					
K406. Knowledge of DoD/DA/CFSC policies, regulations, and procedures in contracting, evaluating for, and/or hiring/training/scheduling sports officials.	X			X					
K407. Knowledge of proper instructional methods in certifying patrons in the proper use and operating of sports and physical fitness equipment.				X					
K408. Knowledge of league and tournament administration (e.g., scheduling, bracket design, seeding, officials, protocol, accommodations, facility setup, equipment, and medical personnel).	X		X	X					
K501. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of a arts and crafts program (e.g., recreational, vocational, and educational activities	X				X				

in fine arts, auto, crafts and industrial arts).									
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K502. Knowledge of DoD/DA/CFSC fire, health, and sanitation laws, regulations, and procedures as they relate to arts and crafts/auto facilities, activities, and supplies.	X				X				
K503. Knowledge of arts and crafts/auto facilities design, maintenance, and equipment maintenance.					X				
K504. Knowledge of OSHA/DoD/DA/CFSC safety and accident prevention, policies, regulations and procedures for arts and crafts/auto facilities, activities, equipment, and programs (e.g., auto repair equipment, woodworking shop, welding, table saw, ceramics).	X				X				
K505. Knowledge of proper instructional methods for operating arts and crafts/auto equipment (e.g., welder, drill press, ceramic kiln, auto jack).					X				
K506. Knowledge of adult learning principles as they					X				

apply to various arts and crafts/auto skills (e.g., ceramics, woodworking, painting, automobile/truck/motorcycle repairs).									
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KNOWLEDGE	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
K507. Knowledge of gallery display and retail sales areas (e.g., exhibition and display techniques, fixtures and furnishings, care and preservation of arts and craft objects).					X				
K508. Knowledge of arts and crafts/auto activities philosophy, principles, and concepts as applied in theory and in practice.	X				X				
K509. Knowledge of environmental protection regulations (e.g., Hazardous Waste Handling Procedures, Silver Recovery Program, Recycling).	X				X				
K510. Knowledge of the properties and uses of raw materials and supplies in arts and crafts/auto					X				

activities/programs (e.g., lumber, stains and finishes, paints, glazes, underglazes, auto paints, motor oil, cleaning fluids).									
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K601. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of a theater program (e.g., play productions [musical, dramatic, comedy], revues, variety and dance productions, dinner theater, cabaret, supper club, festivals and competitions, instructional programs).						X		X	
K602. Knowledge of theater facility design, maintenance, and equipment maintenance.						X		X	

K603. Knowledge of DoD/DA/CFSC/ fire, health and sanitation laws, regulations, and procedures as they relate to a theater facility, scene/costume material, construction material, make-up, lighting and electrical installation/construction, special events materials.						X	X	X	
K604. Knowledge of OSHA/DoD/DA/CFSC safety and accident prevention, policies, regulations and procedures for theater facilities, activities, construction, equipment and programs (e.g., set construction, rigging, drapery, electrical wiring, special effects).	X					X	X	X	

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K605. Knowledge of theatrical lighting equipment and usage (e.g., control board, lamps, color media, wiring, mounting).						X	X	X	
K606. Knowledge of theatrical set design and construction.			X			X	X	X	
K607. Knowledge of theatrical costuming design and			X			X	X	X	



construction.									
K608. Knowledge of ticketing and box office management (e.g., distribution, pricing, seating, cash controls, sales accountability, patron services).	X		X	X		X	X	X	X
K609. Knowledge of federal/international/DoD/DA/CFSC policies, regulations and procedures of royalty clearances on copyrighted sound, video, musical, and dramatic works, duplication of sound and video recording, and use of audiovisual aids and educational films.	X		X			X	X	X	

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K701. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of a music program (e.g., vocal, instrumental, listening, productions, contests, festivals, dance, pageants, holiday and unit day							X	X	

programs, special events, instructional programs in vocal and instrumental music).									
K702. Knowledge of music facility design, maintenance, and equipment maintenance.							X	X	
K703. Knowledge of staging and presentation techniques for instrumental/choral/musical groups, musical recitals, and performance.						X	X	X	
K704. Knowledge of musical instruments, sound equipment, music supplies, and materials (e.g., vocal, choral, instrumental).			X				X	X	
K705. Knowledge of music arranging and choreographic techniques.						X	X	X	
K706. Knowledge of directing techniques.						X	X	X	

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K801. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the						X		X	

execution of a entertainment program (e.g., theater, music, special events, commercial entertainment, festivals).									
K802. Knowledge of facility design, maintenance, equipment maintenance, and operations of a performing arts facility.								X	
K901. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of an Information and Leisure Travel program.									X
K902. Knowledge of Army regulations and policies governing the acquisition and provision of commercial travel services on Army installations.	X								X
K903. Knowledge of local and regional travel destinations, including principal attractions, special events, lodging establishments, and procedures for acquiring entry on behalf of the military community.									X

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KNOWLEDGE	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
K904. Knowledge of the role of a Contracting Officer's Representative in overseeing local Commercial Travel Office operations (CTO), as well as providing oversight of other vendors providing travel-related services through the ITR.	X								X
K905. Knowledge of Army policies and procedures for initiating ticket requests, ordering, tracking, and payment procedures.			X						X
K906. Knowledge of airline computer reservation systems (CRS) concepts and application in monitoring to ensure customers receive the lowest fares available.									X
K907. Knowledge of pricing and cost analysis of group tours, to include administrative and direct expenses to meet income targets.		X	X						X
K908. Knowledge of automated reservation and registration tracking systems (e.g., hotel reservations for which commission payment is due, tour registrations, advance registrations for other MWR programs) of authorized customers.	X	X	X	X	X	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

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 ODR - 0188: Outdoor Recreation Chief - (200)  
 CRC - 0188: Community Rec Center Chief - (300)  
 SPT - 0030: Sports Chief - (400)  
 ACR - 1056: Arts & Crafts Chief - (500)  
 THR - 1054: Theater Chief - (600)  
 MUS - 1051: Music Chief - (700)  
 ENT - 1001: Entertainment Chief - (800)  
 LTM - 0301: Leisure Travel Manager - (900)

SUPERVISORY KNOWLEDGE	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
S001. Knowledge of federal and NAF position management and classification systems (e.g., job description, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]).	X	X	X	X	X	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training).	X	X	X	X	X	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligibles, and the effects of the special placement programs (e.g., priority placement, military spouse preference program) on these procedures.	X	X	X	X	X	X	X	X	X

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SUPERVISORY KNOWLEDGE	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).	X	X	X	X	X	X	X	X	X
S005. Knowledge of Army civilian APF/NAF career management and MWR Personnel Proponency requirements and procedures, to include the Army Civilian Career Evaluation System (ACCES) and the Army Civilian Training, Education, and Development System (ACTEDS).	X	X	X	X	X	X	X	X	X
S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).	X	X	X	X	X	X	X	X	X

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ABILITIES	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X	X	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X	X	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X	X	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X	X	X	X	X	X

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ABILITIES

CRD ODR CRC SPT ACR THR MUS ENT LTM

A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or performance by comparison against standards and objectives.	X	X	X	X	X	X	X	X	X
A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memorandums, letters, briefing materials, manuals).	X	X	X	X	X	X	X	X	X
A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems.	X	X	X	X	X	X	X	X	X
A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X	X	X	X	X	X



A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making.	X	X	X	X	X	X	X	X	X
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ABILITIES	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X	X	X	X	X	X
A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X	X	X	X	X	X
A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and conflict management.	X	X	X	X	X	X	X	X	X
A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X	X	X	X	X	X
A014. Ability to use a systems model in assessing organization operation/performance.	X	X	X	X	X	X	X	X	X

A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X	X	X	X	X	X
A016. Ability to understand power and authority in management.	X	X	X	X	X	X	X	X	X

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ABILITIES	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
A017. Ability to understand management and motivation, including value clarification.	X	X	X	X	X	X	X	X	X
A018. Ability to understand organizational functioning through basic systems models.	X	X	X	X	X	X	X	X	X
A019. Ability to recognize stages of group development and signs in building cohesive, high-performance teams.	X	X	X	X	X	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices.	X	X	X	X	X	X	X	X	X

A021. Ability to conduct pre-season sports clinics/seminars for participants, officials, and staff.	X	X	X	X	X	X	X	X	X
A022. Ability to assist unit commanders in resolving sports issues.	X	X	X	X	X	X	X	X	X
A023. Ability to properly instruct patrons in the proper use and operation of facility equipment.	X	X	X	X	X	X	X	X	X

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ABILITIES	CRD	ODR	CRC	SPT	ACR	THR	MUS	ENT	LTM
A024. Ability to operate and manipulate Commercial Travel Office contractor's Airline Computer Reservation System (CRS), for the purpose of conducting random checks and other monitoring functions as COR.									X
A025. Ability to plan and direct group or individual tours.									X
A026. Ability to market installation leisure travel services.									X

A027. Ability to recruit, train, and supervise travel clerks, bus drivers, and tour guides.									X
A028. Ability to anticipate seasonal fluctuations in service demand and adjusted labor expenses to maintain profitable operation.	X	X	X	X	X	X	X	X	X
A029. Ability to meet physical fitness criteria of emergency essential civilians and the medical fitness requirements of the job as determined by the commander and AR 690-11. BRIGADE RECREATION SPECIALIST ONLY		X	X	X	X	X	X	X	X

MASTER TRAINING PLAN

COMMUNITY RECREATION FUNCTIONAL AREA

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ TRAINEE	NF 3 GS 5-7	MANDATORY, PRIORITY 1:	
		<b>Intern Leadership Development Course</b>	K001, K016, K017,
		Center for Army Leadership	A002, A004, A005,
		Fort Leavenworth, KS (1 week)	A007, A008, A009, A010, A011, A012
		<b>TARGET:</b> NAF Management Trainees or APF Interns	
		MANDATORY, PRIORITY 2:	
		<b>Community and Family Support Management Course</b>	K001, K002, K003,
		Community and Family Support Training Center	K004, K005, K006,
		Falls Church, VA (3 weeks)	K007, K008, K009, K010, K011, K012, K013, K014, K015
		<b>TARGET:</b> New MWR Managers, NAF Management Trainees/APF Interns	
		RECOMMENDED, PRIORITY 3:	
		<b>Effective Army Writing</b>	A006
		Local CPO/on site	
		<b>TARGET:</b> All	
		<b>Standard First-Aid and Basic CPR</b>	K113
		Local CPO or American Red Cross	
		<b>TARGET:</b> All	

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>TRAINING/RECOMMENDED SOURCE</u></b>	<b><u>COMPETENCIES</u></b>
<b>SPECIALIST</b>	NF 4 GS 9-12	MANDATORY, PRIORITY 1:	
		<b>Supervisor Development Course-Correspondence</b> (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
		<b>TARGET:</b> New Supervisors	
		<b>Leadership Education and Development Course</b> Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012
		<b>TARGET:</b> New Supervisors	
		MANDATORY, PRIORITY 2:	
		<b>Nonappropriated Fund Contracting Course (Basic)</b> Community and Family Support Training Center Falls Church, VA (1 week)	K902, K907
		<b>TARGET:</b> Leisure Travel Managers	
		<b>Airline Computer Reservation System</b> Installation Commercial Travel Office contractor	K906, K908

Site determined by local contractor

**TARGET:** Leisure Travel Managers

**Contracting Officer's Representative Course (COR)** K904

U.S. Army Logistics Management College  
Fort Lee, VA (1 week) or General Services  
Administration Regional Training Site

**TARGET:** Leisure Travel Managers

**CAREER**

**PHASE**

**GRADE**

**TRAINING/RECOMMENDED SOURCE**

**COMPETENCIES**

**SPECIALIST**

NF 4  
GS 9-12

RECOMMENDED, PRIORITY 3:

**American Society of Travel Agents (ASTA)  
Correspondence Course**  
American Society of Travel Agents  
Alexandria, VA

K906, K907, K908

**TARGET:** Leisure Travel Managers

**MANAGERIAL**

NF 4-5  
GS 12-14

MANDATORY, PRIORITY 1:

**Manager Development Course-Correspondence**  
Army Institute for Professional Development  
U.S. Army Training Support Center  
Fort Eustis, VA

K001, K016, K017,  
K018, K019, K020,  
K021, A002, A004,  
A006, A010, A011,  
A012, A013, A014,  
A015

**TARGET:** New Managers

MANDATORY, PRIORITY 2:

**Organizational Leadership for Executives**  
Center for Army Leadership  
Fort Leavenworth, KS (2 weeks)

K018, K021, A002,  
A003, A004, A009,  
A010, A011, A013,

<b>TARGET:</b> New Managers	A014, A015, A019
<b>Division Chiefs' Course</b> Community and Family Support Training Center Falls Church, VA (3 weeks)	K001, K003, K005, K006, K008, K009, K011, K012, K016, K017, K018, K019, K020, K021, K101, K102, K103, K105
<b>TARGET:</b> Community Recreation Chiefs	

<u>CAREER</u> <u>PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>MANAGERIAL</b>	NF 4-5 GS 12-14	MANDATORY, PRIORITY 2:	
		<b>Personnel Management for Executives</b> Army Center for Civilian Human Resource Management (Taught at regional training centers)(1.3 weeks)	A002, A004, A006, A010, A011, A012, A013, A016, A017, A019, A020
		<b>TARGET:</b> Managers (To be scheduled after several years of managerial experience)	
		RECOMMENDED, PRIORITY 3:	
		<b>Army Installation Management Course</b> Army Logistics Management College Fort Lee, VA (3 weeks)	K001, K002, K111, A012
		<b>TARGET:</b> Managers	
		<b>Writing Effective Budget Justification</b>	K008



OPM Regional Training Centers (1 week)

**TARGET:** All

**Budget Presentation and Justification**  
OPM Regional Training Centers (1 week)

K009

**TARGET:** All

COMPETITIVE PROFESSIONAL DEVELOPMENT

**Army Management Staff College**  
Fort Belvoir, VA (14 weeks)

K001, K018, K019,  
K020, K021, K022,  
K111, K112, A002,  
A005, A006, A012,  
A015

**TARGET:** NF 4-5, GS 12-14  
(GS 15 may apply by exception)

**CAREER**  
**PHASE**

**GRADE**

**TRAINING/RECOMMENDED SOURCE**

**COMPETENCIES**

**EXECUTIVE**

NF 5-6  
GS 13-15

MANDATORY, PRIORITY 1:  
  
NONE

MANDATORY, PRIORITY 2:

**Director, Personnel and Community Activities Course**  
Community and Family Support Training Center  
Falls Church, VA (3 weeks)

K001, K003, K005,  
K006, K007, K008,  
K009, K012, K013,  
K016, K017, K018,  
K019, K020, K021,  
A001, A002, A003,  
A004, A005, A006

**TARGET:** Senior MWR Managers

**Labor Negotiations Seminar**

A012, S001, S003,

Army Center for Civilian Human Resource  
Management  
Lancaster, PA (3 days)

S006

**TARGET:** Senior MWR Managers

RECOMMENDED, PRIORITY 3:

**Strategic Planning**

A012

U.S. Army Management Engineering College  
Rock Island, IL (3 days)

**TARGET:** Senior MWR Managers

**Total Quality Management for Executives**

K018, K019, K022

U.S. Army Management Engineering College  
Rock Island, IL (2 days)

A012

**TARGET:** Senior MWR Managers

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>EXECUTIVE</b>	NF 5-6 GS 13-15	RECOMMENDED, PRIORITY 3:  <b>Labor and Employee Relations and Equal Opportunity for Executives</b> Army Center For Civilian Human Resource Management Lancaster, PA (4 days)  <b>TARGET:</b> Senior MWR Managers	A012, S001, S003, S006
		COMPETITIVE PROFESSIONAL DEVELOPMENT  SENIOR SERVICE COLLEGES: <b>National War College</b> <b>Army War College</b> <b>Industrial College of the Armed Forces</b> Fort McNair, VA (1 year)  <b>TARGET:</b> Senior Managers (GS 14-15) and NF equivalent	
<b>SENIOR EXECUTIVE</b>	NF 6	MANDATORY, PRIORITY 1:  <b>Center for Creative Leadership - Leadership Development Program</b> Greensboro, NC (1 week)  <b>TARGET:</b> New NF 6	A004